



**First Meeting of NATO RTO ET 030 on
'Recruiting and Retention of Military Personnel'
Brussels – May 1st –3rd 2002**

Report

1. Participants

LtCol Psych Francois LESCREEVE, Chair

Dr. Tanja BLACKSTONE, US

LtCol Rick BOSWELL, CA

Mr. Grant COLEBY, UK

Mr. Chris ELSHAW, UK

LtCol Charles KIRKE, UK

Mr. Doug LOCK, CA

Dr. Yvonne MASAKOWSKI, US

Dr. Stig MEINCKE, DK

Maj Douglas PELCHAT, CA

Capt Psych Jose PUENTE, SP

Mr. Bert SCHREURS, BE

Dr. Gerhard STORM, GE

Ms. Joanne SUDDABY-SMITH, UK

Dr. Canan SUMER, TU

drs Cyril VAN DE VEN, NL

Ms. Tracey WAIT, CA

The affiliation and address of the participants is provided in enclosure 1

Regrets for not being able to attend the first meeting were expressed by:

LtCol Rik BERGMAN, NL

Ms Sue DALE, UK

Maj Martin VILLENEUVE, CA

Dr Len WHITE, US

2. Used abbreviations

- ET: Exploratory team
- HFM: Human Factors and Medicine Panel
- POW: Program of work
- R&R: Recruiting and Retention
- RTA: Research and Technology Agency
- RTB: Research and Technology Board

- RTO: Research and Technology Organization
- TAPS: Technical Activity Proposal Sheet
- TG: Task Group
- TOR: Terms of Reference

3. Agenda

The agenda is given in enclosure 2

4. Introduction to RTO

Col Carel BANSE, the executive officer for the Human Factors and Medicine panel, gave a briefing about the organization of NATO's RTO and about the mission and responsibilities of ET's and TG's. The briefing is given in enclosure 3.

5. Briefing by Mr. Doug Lock

Mr Doug Lock gave a briefing titled 'Canadian Forces, Retention Strategy and Direction' as background information for the ET. The briefing is given in enclosure 4.

6. Counter terrorism

Following the September 11th attacks, the HFM Panel asked all HFM teams to consider what they could do to contribute to the war against terror. The issue of the counter terrorism was therefore also addressed by the team. The ET felt that, however important the topic is, the R&R community has no real means to address the issue in a specific way. Counter terrorism will therefore not be included in the TAPS or TOR for the following TG. An increased awareness of the subject may however lead to new ideas in the course of the TG.

7. Redaction of TAPS, TOR and POW for the Taskgroup

- a. The main objective of the ET as stated in its TAPS is the redaction of TOR (and TAPS) and POW for the subsequent Taskgroup on Recruiting and Retention.
- b. Based upon the TAPS for the ET, additional topics were proposed for the TAPS and TOR of the TG. Subsequently, the Exploratory Team was divided in syndicates to further discuss the matter. The syndicate reports are attached as enclosures 5, 6 and 7. The overall summary is attached as enclosure 8. Based upon that material, the TOR were drafted and the discussion was started but not completed by lack of time.
- c. Finishing the TOR
 - (1) Comments and new inputs for the TOR will be sent by e-mail to Francois Lescreve who will distribute them to the team. All team members are requested to provide their input not later than June 7th.
 - (2) A chatline/bulletin board will be organized to facilitate communication within the group. Action: Rick Boswell
 - (3) The security issues pertaining to the use of this chatline/bulletin board will be discussed with RTA. Action: Francois Lescreve
 - (4) In order to finish the TOR efficiently by means of this virtual meeting, proposals to amend the draft TOR should be concrete (that is, specifying the text to replace and the proposed replacing text). In addition, sufficient time to react should be given and

the use of the silent procedure is encouraged. It is intended to finalize the TOR by the end of June.

- (5) Once the TOR are approved by the virtual team, the TAPS can be written. Francois Lescreve will
- (6) The TOR and TAPS will officially be approved by the team during the September meeting.

d. Preparing the POW

- (1) After having finished the TOR, the team will start preparing the POW. A template and an example will be provided by Francois Lescreve.
- (2) The work method for the POW is similar as for the TOR. It is not anticipated to finalize the POW before the second meeting of the ET. Rather, it is intended to prepare a document that will be discussed during the second meeting in order to increase the efficiency of the meeting.

8. Election of a chairperson

- a. Since membership of the TG can differ from the ET, the election of a chair for the TG will be postponed until the first meeting of the TG.
- b. Francois Lescreve, who is the HFM referee for this ET, had to organize the first meeting. He will continue to chair the next ET meeting and prepare the first TG meeting, unless another proposal is made. Rick Boswell will check the possibility to propose a Canadian chairperson when back in his country. Gerhard Storm volunteered to be the co-chair and this was gladly accepted by the team.

9. Next Meetings

- a. A second meeting of the ET is necessary to complete the required documents that have to be presented to the Human Factors and Medicine Panel in October.
- b. After discussion and the merging of the team members availabilities, it was decided that the second meeting of the ET will be held from 25th till 27th of September. The team regrets that this date coincides with an anticipated unavailability of Charles Kirke but had to acknowledge that no date was suitable for all members.
- c. The second meeting will be organized by Jose Puente and held in Spain. As a back-up, Gerhard Storm will check the possibility to host the meeting in Germany in the unlikely event that Spain cannot host it.
- d. The first meeting of the TG will be organized by Canan Sumer and held in Turkey after the approval of TAPS and TOR by the RTB.
- e. The future meetings will last three days (Wed – Fri) and include formal presentations of R&R topics by the hosting nation. If possible, a visit of pertinent facilities will also be organized.

10. AOB

- a. The team members are asked to send their resume to Francois Lescreve in order to be distributed to the other members for background information.
- b. The team members who haven't done so so far, are also asked to send Francois Lescreve a list of references (books, articles, reports, ...) that are relevant for this team. That list will be merged and distributed.

11. List of attachments (correct page numbers will be included in final version)

- a. List of participants to the Brussels meeting p.
- b. Agenda of the meeting p.
- c. Briefing given by Carel Banse about RTO p.
- d. Briefing given by Doug Lock on 'Canadian Forces, Retention Strategy and Directions' p.
- e. Report of syndicate A p.
- f. Report of syndicate B..... p.
- g. Report of syndicate C..... p.
- h. Summary of the syndicate reports..... p.
- i. Original TAPS for ET 030 p.
- j. Revised TAPS for ET 030 (work document)..... p.
- k. Draft TOR (work document, as it was at the end of the meeting) p.



ET 030 on Recruiting and Retention of Military Personnel
Participants of first meeting – Brussels 1st – 3rd May, 2002

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First Meeting of the Exploratory Team on
‘Recruiting and Retention of Military Personnel’
 Brussels – Club Prince Albert – May 1st – 3rd, 2002

AGENDA

Timing	Activity	Location
Wednesday, May 1 st 2002		
09.00 Hr	Welcome and opening of the meeting	Madou Room
09.10 Hr	Introduction to the NATO Research & Technology Organization. Carel Banse (HFM Panel Executive)	Madou Room
09.45 Hr	Introduction of the team members	Madou Room
10.45 Hr	Coffee break	Break Room
11.00 Hr	Presentation of ‘Canadian Forces Retention Strategy and Direction’. Doug Lock	Madou Room
12.30 Hr	Lunch	The ‘Pain Quotidien’ (close to the club)
14.00 Hr	<ul style="list-style-type: none"> • Reviewing the TAPS • Deciding about the team’s modus operandi • Completion and approval of the agenda 	Madou Room
15.00 Hr	Coffee break	Break Room
15.15 Hr	Meeting continued	Madou Room
16.30 Hr	Meeting suspended	
17.00 Hr	Presentation of Belgian classification system and German expert system	Madou Room

Thursday, May 2 nd 2002		
09.00 Hr	Preparing TOR in 3 syndicates	Madou Rooms
10.45 Hr	Coffee break	Break Room
11.00 Hr	Preparing TOR in 3 syndicates, continued	Madou Rooms
12.30 Hr	Lunch	Restaurant Karmeliet (Club Prince Albert)
14.00 Hr	Report of syndicates to plenary session	Madou Room
15.00 Hr	Coffee break	Break Room
15.15 Hr	Discussion on content of TOR	Madou Room
16.30 Hr	Meeting suspended	
18.30 Hr	Sub-group meeting to prepare TOR	
Friday, May 3 rd 2002		
09.00 Hr	Discussion and redaction of TOR	Madou Room
10.45 Hr	Coffee break	Break Room
11.00 Hr	Discussion and redaction of TOR, continued	Madou Room
12.20 Hr	Group photo	
12.30 Hr	Lunch	Restaurant Karmeliet (Club Prince Albert)
14.00 Hr	<ul style="list-style-type: none"> • Election of the chairperson • Planning next meeting(s) (dates, venues, ...) • Any other business 	Madou Room
15.00 Hr	Closing the first meeting (with a little drink).	Madou Room